

Before You Announce

A worksheet to help leadership teams prepare for an announcement. Review the decision, employee impacts and the support managers will need.

HOW TO USE IT Complete Parts 1 to 7 with the leaders responsible for the decision. Use the readiness check in Part 8 to identify questions that need further attention. Fill it in on screen or print it.

THE DECISION BEING ANNOUNCED

DECISION OWNER

PREPARED BY

PLANNED ANNOUNCEMENT DATE

PART 1

Define the decision

Agree on exactly what is being decided before anyone explains it to others.

IN ONE SENTENCE, WHAT ARE WE DECIDING?

WHAT BUSINESS PROBLEM DOES IT ADDRESS?

WHAT WILL SUCCESS LOOK LIKE IN 90 DAYS?

WHAT HAS NOT BEEN DECIDED YET?

List anything still open so no one presents it as settled.

One explanation

Every leader should explain the decision the same way.

THE EXPLANATION EVERY LEADER WILL USE

WHY NOW?

Questions we expect

QUESTION	OUR ANSWER

Map what changes

Be specific about what changes and what stays the same.

AREA	CHANGES?	WHAT CHANGES	WHAT STAYS THE SAME
Work	☐		
Roles and responsibilities	☐		
Reporting lines	☐		
Decision rights	☐		
Processes and tools	☐		
Teams or locations	☐		

POSSIBLE UNINTENDED EFFECTS ON OTHER TEAMS

PART 4

Who is affected, and who tells them

Plan who hears the decision, from whom and in what order.

[illegible]

Owners and the first 30 days

Identify the implementation lead, required resources and first actions.

ACCOUNTABLE FOR IMPLEMENTATION

ACTION	OWNER	DUE	DEPENDS ON

AUTHORITY OR RESOURCES OWNERS STILL NEED

Manager preparation

Plan how managers will be briefed and supported before they explain the change to their teams.

MANAGER BRIEFING DATE

BRIEFED BY

Questions employees will ask managers

QUESTION	WHAT MANAGERS SHOULD SAY

WHERE MANAGERS TAKE QUESTIONS THEY CANNOT ANSWER

WHAT MANAGERS ARE RESPONSIBLE FOR AFTER THE ANNOUNCEMENT

PART 7

After the announcement

Decide how you will keep the change moving and how you will know if it is working.

FIRST FOLLOW-UP DATE

LEADERSHIP REVIEW DATE

WHERE QUESTIONS AND RECURRING CONCERNS ARE TRACKED

TOOLS, PROCESS CHANGES OR TRAINING THAT MUST BE READY

EARLY SIGNS IMPLEMENTATION IS GOING OFF COURSE

HOW PROGRESS WILL BE COMMUNICATED

Readiness check

Review each item and note what still needs attention before the announcement.

01 The decision

- ☐ Is the decision actually final?
 - ☐ Can leadership explain why it is being made?
 - ☐ Can we describe the business problem it addresses?
 - ☐ Are leaders using the same explanation?
 - ☐ Is anything still open for discussion?
 - ☐ Are we being honest about what has not been decided yet?
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02 What changes

- ☐ Have we defined what will change?
 - ☐ Have we defined what will stay the same?
 - ☐ Do we know which teams, roles or locations are affected?
 - ☐ Have reporting lines, responsibilities or decision rights changed?
 - ☐ Have we identified work that will begin, stop or move?
 - ☐ Have we considered unintended effects on other teams?
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03 Ownership and timing

- ☐ Is there one person accountable for implementation?
 - ☐ Are the first actions assigned to named owners?
 - ☐ Is the sequence clear?
 - ☐ Are important dependencies understood?
 - ☐ Do owners have the authority and resources required?
 - ☐ Is there a realistic timeline?
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04 Manager preparation

- ☐ Have managers been briefed before the wider announcement?
- ☐ Have they had time to ask questions?
- ☐ Do they understand what the decision means for their teams?
- ☐ Do they know which questions they can answer?
- ☐ Do they know where to take questions they cannot answer?
- ☐ Have their own responsibilities been made clear?

05 Employee experience

- ☐ Does the announcement explain why the decision matters?
- ☐ Does it tell people what happens next?
- ☐ Does it avoid promising details leadership has not settled?
- ☐ Is there a way for employees to ask questions?
- ☐ Are affected people hearing the decision from the appropriate person?
- ☐ Have we considered the timing and order in which different groups will hear it?

06 After the announcement

- ☐ Is the first follow-up already scheduled?
- ☐ Are tools, process changes or training ready?
- ☐ Is there a place to track questions and recurring concerns?
- ☐ Have we identified early signs that implementation is going off course?
- ☐ Is there a review date for leadership?
- ☐ Do we know how progress will be communicated?

A QUESTION FOR DISCUSSION

If we announce this tomorrow, what will managers be expected to do the following morning?

If the answer is unclear, identify the preparation or decisions managers still need.

OUR ANSWER

READY TO ANNOUNCE? ☐ Yes ☐ Not yet

SIGNED OFF BY

DATE